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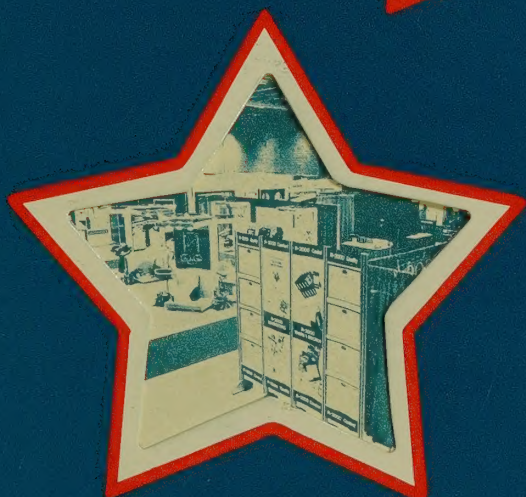
1994

1992

1992

ANNUAL

REPORT



The Hamilton Entertainment and
Convention Facilities Inc.

A MESSAGE FROM THE MAYOR



Throughout 1992 Hamilton's exciting state of the art entertainment and convention facilities have continued to distinguish themselves on a

grand scale. Once again, Copps Coliseum, Hamilton Place and the Hamilton Convention Centre were host to a wide ranging variety of activities and events during the year.

At Hamilton Place and Copps Coliseum the major tenants have survived challenging economic times because the quality of their product demands recognition. Opera Hamilton's outstanding international reputation has resulted in sell-out crowds. The Hamilton Philharmonic Orchestra, Bach Elgar Choir and Geritol Follies provide a consistent source of high quality productions that enrich our lives.

City Council and H.E.C.F.I. were delighted to welcome professional hockey back to Hamilton with the American Hockey League's exciting new team, *Hamilton Canucks* making its home at Copps Coliseum. The hockey is a fast paced, exciting brand of hockey featuring the future stars of the N.H.L.

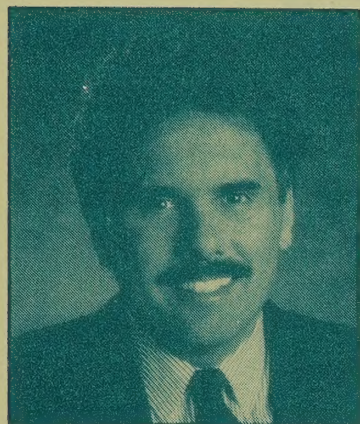
The diversity of outstanding programs paint a portrait of Hamilton both nationally and internationally, as an active and exciting city. This image is a key factor in our objective to attract new business as well as tourism dollars to compound the economic impact on the community.

The Hamilton Convention and Entertainment Facilities Inc. has been a consistent source of pride to Hamilton.... helping a much needed service community to thrive in very difficult economic times by providing fresh sources of new dollars flowing into the City.

A handwritten signature in dark ink, reading "Robert Morrow". The signature is fluid and cursive, with the first name "Robert" being more prominent than the last name "Morrow".

Robert M. Morrow
Mayor
City of Hamilton

A MESSAGE FROM THE CHAIRMAN OF THE BOARD



The restructuring and reorganization of the H.E.C.F.I. corporation initiated by past Chairman John Gallagher in 1989, continued to return

dividends to the taxpayers of this community.

I am pleased to report that the H.E.C.F.I. corporation returned \$176,000. to the City of Hamilton as surplus net revenue in 1992.

In spite of the unique position of operating these publicly owned facilities in a highly competitive business environment, H.E.C.F.I. was able to meet the demands of the marketplace and fulfil its mandate and commitment to this community.

In light of the difficult economic circumstances, as well as the volatile nature of the entertainment industry, the

management team and staff delivered diversified, successful events. Our mandate to provide excellent, balanced programming in an efficient and cost effective manner was accomplished. The high standard of service delivery by staff was not only maintained but enhanced, as affirmed by many promoters and organizers who have promised to return to our facilities.

Under the leadership of C.E.O. Gabe Macaluso, exciting new contacts were successfully developed and existing relationships were strengthened. The welcome addition of the Hamilton Canucks to Copps Coliseum is one excellent example.

Although difficult challenges will continue, it is my belief that the H.E.C.F.I. corporation is well positioned under the guidance of the 1993 incoming Chairman, Bill Tidball. I am confident management and staff will continue to meet the unique demands which will face the corporation in future years.

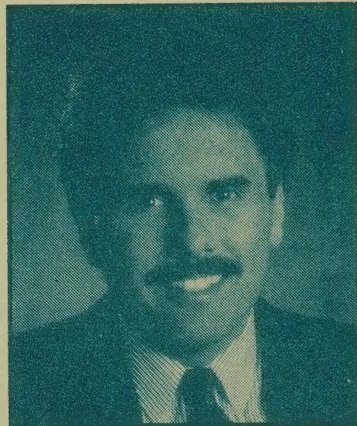
A handwritten signature in cursive script, reading "Gene Kay".

Gene Kay
Chairman of the Board

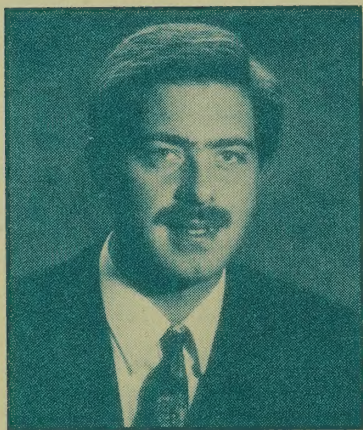
THE 1992 BOARD OF DIRECTORS



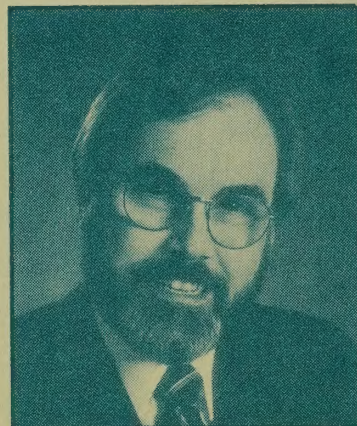
Mayor Robert Morrow



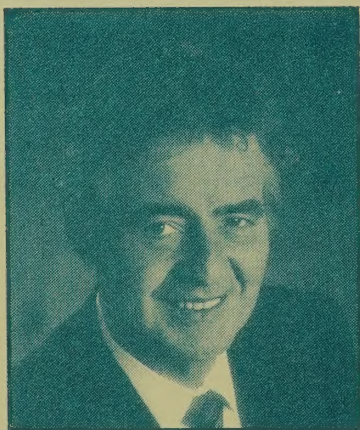
Gene Kay
Chair



Alderman Terry Anderson
First Vice-Chair



William J. Tidball
Second Vice-Chair



Alderman Henry Merling
Chair, Operations Committee



Marvin Ryder
Chair, Finance & Administration
and Audit Committees



Alderman Fred Eisenberg
Chair, Marketing & Sales Commi

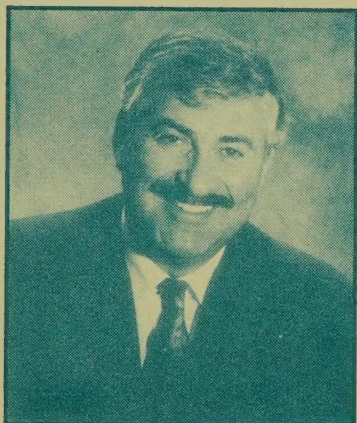
THE 1992 BOARD OF DIRECTORS



Alderman Bob Charters
Operations Committee



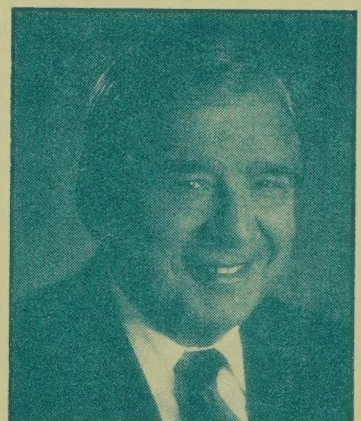
Mary Dow
Marketing & Sales and
Audit Committees



Angelo DiIanni
Marketing & Sales Committee



Frank DeNardis
Marketing & Sales Committee



Norman Levitt
Operations Committee



J. Cameron Nolan
Finance & Administration and
Audit Committees



S. Jasper Kujavsky
Finance & Administration and
Marketing & Sales Committees

1992 STANDING COMMITTEES

FINANCE & ADMINISTRATION

Marvin Ryder, Chair
S. Jasper Kujavsky, Vice-Chair
Mayor Robert Morrow
Gene Kay
J. Cameron Nolan
William J. Tidball

AUDIT COMMITTEE

Marvin Ryder, Chair
J. Cameron Nolan, Vice-Chair
Mayor Robert Morrow
Gene Kay
Mary Dow

OPERATIONS COMMITTEE

Alderman Henry Merling, Chair
Norman Levitt, Vice-Chair
Mayor Robert Morrow
Gene Kay
Alderman Terry Anderson
Alderman Bob Charters
Mary Dow

MARKETING & SALES

Alderman Fred Eisenberger, Chair
Mary Dow, Vice-Chair
Mayor Robert Morrow
Gene Kay
Angelo DiIanni
Frank DeNardis
S. Jasper Kujavsky

Secretary of the Board/Legislative Assistant
Patricia Bennett

A MESSAGE FROM THE CEO



During tough economic times the hospitality and entertainment sectors absorb much of the brunt of discretionary consumer spending....1992 was a year which

reflected this trend. I am happy to report that management, with the strong support of the Board of Directors, was able to meet the challenges.

Among the steps taken to offset the effects of the economy, a continuous improvement program was initiated which, to date, has eliminated many non-value-added processes. This program will continue into 1993. Management intends to continue its review of service delivery and to make changes where required in this ever-changing environment.

The hospitality sector, namely the Convention Centre, traditionally generated a substantial amount of the overall H.E.C.F.I. revenue budget but over the past three years a shift in revenue sources has taken place with the hospitality sector taking second place to the entertainment sector. I believe that this is indicative of the tight economy that we experienced in 1992 - corporations cut back on the numbers of conferences, banquets and general meetings and sent fewer delegates to conventions. As well, there was the availability of additional banquet space in the community from which meeting organizers could choose.

The entertainment sector, on the other hand, experienced growth. This has been attributed to the number of good, quality events, and their ability to attract large numbers of patrons. H.E.C.F.I.'s relationships with key promoters and agents has continued to improve and we intend to continue to strive for top-notch events which have broad appeal to our patrons. Year-end

results exceeded expectations and H.E.C.F.I. was pleased to return a portion of the City's municipal contribution.

Copps Coliseum enthusiastically welcomed the Hamilton Canucks who began their opening season in September. This American League franchise which is affiliated with the Vancouver Canucks has provided Hamiltonians with the kind of hockey we all enjoy - keen, competitive, and fast.

H.E.C.F.I. was saddened at the loss of The Hamilton Skyhawks; however during the latter part of 1992 discussion was initiated with representatives of the National Basketball League about a new team for Copps Coliseum.

Hamilton Place broke records with the Canadian Touring Company of Les Miserables by setting a Canadian record for first day sales. It was with great pride that management was able to negotiate the involvement of the Hamilton Philharmonic Orchestra -- the first time the production had ever been performed with a full orchestra. Opera connoisseurs were entertained by performances of Opera Hamilton; the young-at-heart flocked to performances of the Geritol Follies; and the Bach Elgar Choir sang to its loyal following - all contributed to the increased activity and enthusiasm displayed by patrons of Hamilton Place.

I am proud of the progress made by the 1992 Board of Directors together with the management team and H.E.C.F.I. employees, both full and part-time. The level of service and dedication demonstrated by all levels of staff are reflected in the year-end results. As the economy continues to improve H.E.C.F.I. patrons will increasingly participate in events and over time corporations will resume their assemblies and networking programs; all of which will only improve Hamilton's hospitality and entertainment industry.

A handwritten signature in dark ink that reads "Gabe Macaluso". The signature is fluid and cursive, with the first name "Gabe" being more prominent.

Gabe Macaluso
Managing Director / CEO

SENIOR MANAGEMENT

Managing Director/CEO

Gabe Macaluso, B.A.

Finance & Administration

John Leuser, C.A.,
Director

Rick DiFilippo, C.A.,
Comptroller

Marilyn Bowlby, B.A.,
Box Office Manager

Marketing & Sales

Barry Snetsinger,
Director

Doug Kirby,
Entertainment Programming
Sales Manager

Sal Farrauto,
Hospitality Programming Sales
Manager

Debra Vivian,
Public Relations Officer

Operations/Events Delivery

Brad Calder, P.Eng.,
Director

John Elder,
Manager of Events Delivery

Jerry van den Heuvel,
Manager of Building Operations

John Mitchell,
Manager of Food & Beverage

* * * *

HIGHLIGHTS



HAMILTON CONVENTION CENTRE

Major conventions and trade shows held at the Convention Centre included *** the annual convention of the United Steelworkers of America at which 1,000 delegates attended *** The Canadian Organization of Campus Activities (COCA) showcased Canadian talent at its convention which was attended by 750 delegates *** 1,000 delegates attended the N.D.P. Party Annual Policy Convention *** 1,200 delegates attended the Royal Canadian Legion Ladies Auxiliary Convention *** The Ontario

Veterinary Medical Association held its fourth annual convention in Hamilton - 800 delegates discussed the latest technology which was showcased in an on-site "market-place" and pertinent issues relating to the veterinary medicine field *** The National Conference on Disaster Management held its Bi-Annual Conference - 300 delegates, including international experts, reviewed disaster management techniques throughout the world.

* * * *

HIGHLIGHTS



HAMILTON PLACE

Hamilton Place opened a very successful 1992 season with Opera Hamilton's production of *Popera*. *Tosca* and *La Cenerentola* were also produced by the Opera and well attended. Over forty-eight thousand patrons attended performances by the Hamilton Philharmonic Orchestra during its *Sundae Symphony*, *Concerts*, *Classics*, and *Pops* series.

Among the concerts held during the year appearances were made by Nana Mouskouri, Liona Boyd, Anne Murray, Johnny Cash, kd lang, Crash Test Dummies, Statler Brothers, Frank Mills, Julius La Rosa, Ian Tyson, Englebert Humperdinck, Bob Dylan and Barbara Mandrell.

Billy Connolly, George Carlin, Sharon, Lois and Bram and five performances of CATS were among those events adding to the variety of the programming.

Twenty performances of *Les Miserables* brought over thirty thousand patrons to Hamilton Place where Hamiltonians were treated with a "first-ever" production featuring a full orchestra - The Hamilton Philharmonic. As ever, the Geritol Follies and Bach Elgar Choir continued to attract enthusiastic audiences, attracting people regionally and from across the border.

It was a very good year for Hamilton Place - over 230,000 patrons enjoyed the wide range of events during the year.



COPPS COLISEUM

'Ninety-two was another busy year at Copps Coliseum - major trade shows included Landscape Ontario, the Boat & Sportsmen's Show, the Hamilton R.V. Show, Home Improvement Show, and the Heavy Equipment Trade Show. Concert-goers attended performances by Randy Travis, Dire Straits, Grateful Dead, and Metallica. The Spectator Indoor Games, WWF Wrestling, GMS Motorsport Spectacular, Tattoo For The Nation, World Cup Skating and Disney On Ice added to the variety of events.

H.E.C.F.I. hosted the Ontario Liberal Party Leadership Convention in Copps Coliseum. Four thousand delegates attended with activity spilling into the Hamilton Convention Centre.

The Skyhawks became victims of circumstances beyond the team's control and regrettably concluded play following its first season. Basketball fans whetted their appetites with twenty-three basketball games...we all hope that the game will return to Copps Coliseum. Hamilton hosted two N.H.L. pre-season games and three regular season, neutral site games. We welcomed the American Hockey League to Hamilton.

The turnstile count for attendance during the year approached 500,000.

BALANCE SHEET

AS AT DECEMBER 31, 1992

ASSETS

	1992	1991
Imprest funds	\$ 18,600	\$ 20,400
Cash in bank	615,716	--
Accounts receivable	744,161	792,695
Due from City of Hamilton	--	524,898
Inventories	44,331	64,424
Prepaid expenses	49,220	36,789
Deferred charges on future shows	26,887	2,000
	<u>\$ 1,498,915</u>	<u>\$ 1,441,206</u>

LIABILITIES

Bank indebtedness	\$ --	\$ 53,339
Accounts payable and accruals	358,990	774,849
Due to City of Hamilton	253,085	--
Advance ticket sales	527,182	254,630
Deposits on future rentals	163,145	161,223
Deferred revenue on display advertising	77,572	68,514
Unredeemed gift certificates	95,455	106,615
Advance from a related corporation	23,486	22,036
	<u>\$ 1,498,915</u>	<u>\$ 1,441,206</u>

STATEMENT OF REVENUE AND EXPENDITURE

FOR THE YEAR ENDED DECEMBER 31, 1992

REVENUE

	1992	1991
Food, beverage and concessions	\$ 2,465,502	\$ 2,689,306
Recoveries	2,036,200	1,400,948
Rentals, licence fees and show revenue	2,001,946	2,218,457
Box office	351,104	371,032
Other	<u>340,998</u>	<u>395,785</u>
	<u>7,195,750</u>	<u>7,075,528</u>

EXPENDITURE

Events delivery	\$ 2,623,709	\$ 2,142,849
Food and beverage	2,415,359	2,630,160
Marketing and promotion	1,713,242	1,437,152
Administration	1,415,052	1,607,610
Building operations	1,159,305	1,169,311
Box office	<u>395,453</u>	<u>415,564</u>
	<u>9,722,120</u>	<u>9,402,646</u>

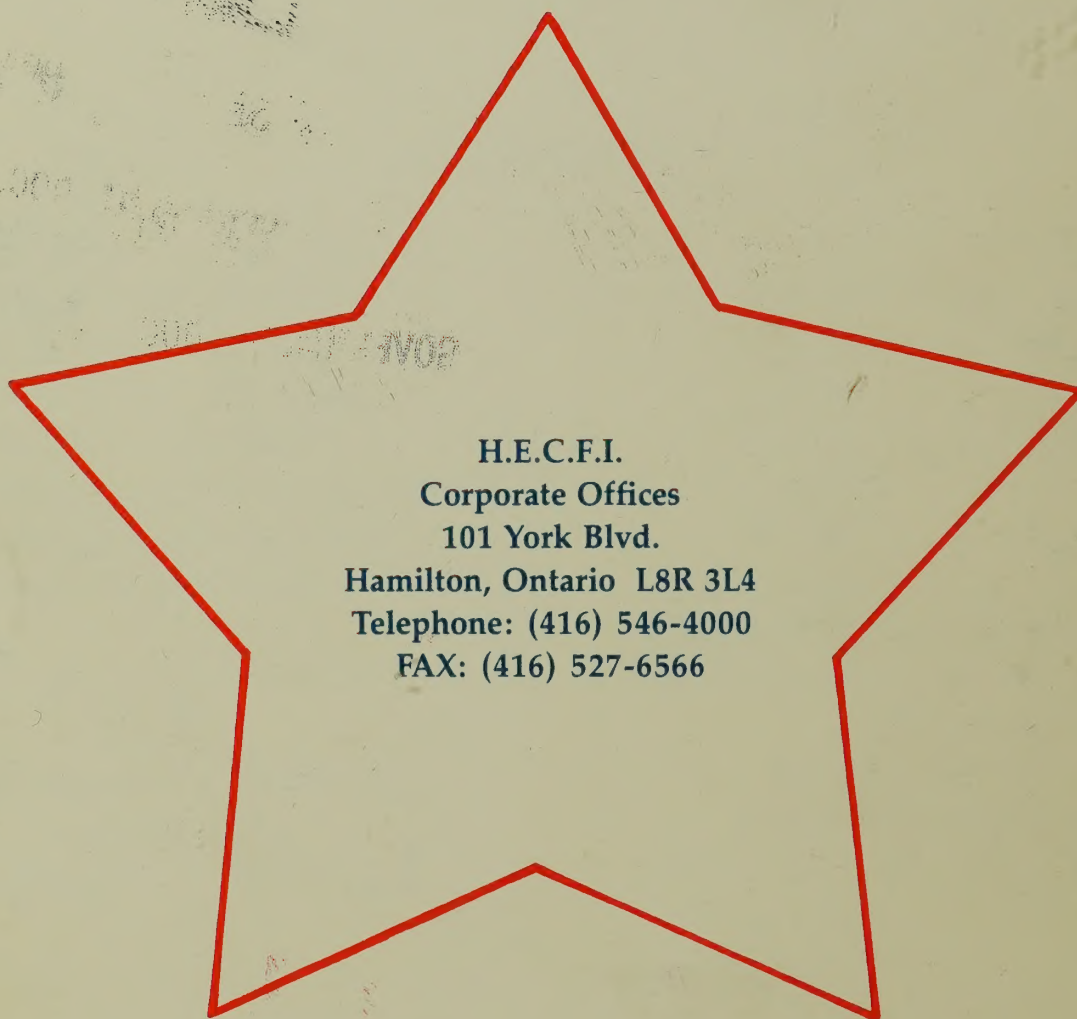
EXCESS OF EXPENDITURE OVER REVENUE FROM OPERATIONS CONTRIBUTION FROM

THE CITY OF HAMILTON	<u>2,702,370</u>	<u>2,705,170</u>
EXCESS OF REVENUE OVER EXPENDITURE FOR THE YEAR	<u>\$ 176,000</u>	<u>\$ 378,052</u>

Copies of the 1992 Financial Statements audited by MacGillivray Partners are available from the Director of Finance and Administration, for any resident who wishes to review and/or analyse the financial operations of HECFI in greater detail.



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